

AD-A092 932

TEMPLE UNIV PHILADELPHIA PA MERIT CENTER

F/6 5/9

DEVELOPING AN INSTRUMENT FOR MEASURING THE ATTITUDES OF HISPANIC--ETC(U)

NOV 80 J SCOTT

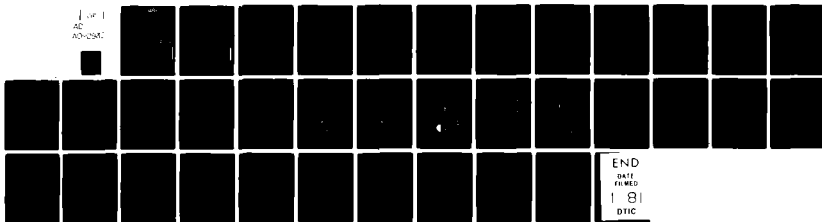
N00014-79-C-0850

UNCLASSIFIED

MC-1-3

NL

1 of 1
AD
AD-0842



END
DATE
FILMED
1 8
DTIC

Unclassified

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

REPORT DOCUMENTATION PAGE

READ INSTRUCTIONS
BEFORE COMPLETING FORM

1. REPORT NUMBER MC-1-3	2. GOVT ACCESSION NO. AD-A092 932	3. RECIPIENT'S CATALOG NUMBER ---
4. TITLE (and Subtitle) Developing an Instrument for Measuring the Attitudes of Hispanics in the Navy: A Pilot Study.	5. TYPE OF REPORT & PERIOD COVERED Final rept.	
7. AUTHOR(s) John/Scott	8. CONTRACT OR GRANT NUMBER(s) N00014-79C-0850 nu 79-2	
9. PERFORMING ORGANIZATION NAME AND ADDRESS MERIT Center College of Education, Temple University Philadelphia, PA 19122	10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS NR 170-897	
11. CONTROLLING OFFICE NAME AND ADDRESS Organizational Effectiveness Research Programs Office of Naval Research (Code 452) Arlington, VA. 22217	12. REPORT DATE November 1980	
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office) ---	13. NUMBER OF PAGES 13 plus 4 Appendices	
	15. SECURITY CLASS. (of this report) Unclassified	
	15a. DECLASSIFICATION/DOWNGRADING SCHEDULE	
16. DISTRIBUTION STATEMENT (of this Report) Approved for public release; distribution unlimited		

17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)

18. SUPPLEMENTARY NOTES

19. KEY WORDS (Continue on reverse side if necessary and identify by block number)

attitudes; Hispanics; Mexican-Americans; Puerto Ricans; projective techniques; semantic differential technique; language dominance

20. ABSTRACT (Continue on reverse side if necessary and identify by block number)

An experimental instrument was developed to assess the attitudes of Hispanic sailors on active duty. The instrument was made up of projective pictures, semantic differential scales, open-ended sentences/questions, and items to assess English and Spanish ability, intention to reenlist, and so forth. The experimental instrument was administered individually to fourteen (14) Hispanic sailors, seven Mexican-Americans and seven Puerto Ricans. Findings indicate that the instrument is capable of tapping subjective attitudes → next page

DD FORM 1 JAN 73 1473

EDITION OF 1 NOV 65 IS OBSOLETE
S/N 0102-014-6601

Unclassified

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

80 12 15 046

AD A092932

9C FILE COPY

LEVEL II

(12)

DTIC
ELECT
S DEC 16 1980

E

Unclassified

SECURITY CLASSIFICATION OF THIS PAGE(When Data Entered)

20. (Abstract, cont.)

cont. → toward Navy life, about fellow sailors (whites, Blacks, and Hispanics) reenlistment, the family, etc. Suggestions for revising the instrument for large scale administration to groups, and future research needs are also given. ↖

Accession For	
NTIS	GENERAL
DDC	TAB
Unannounced	
Justification	
By	
Distribution/	
Subject Codes	
Dist	Avail and/or special
A	

Unclassified

SECURITY CLASSIFICATION OF THIS PAGE(When Data Entered)

TABLE OF CONTENTS

	PAGE
Preface.....	i
Introduction.....	1
Related Literature.....	2
Research Questions.....	3
Methodology.....	3
Results.....	4
Discussion.....	10
Need for Future Research.....	11
Bibliography.....	12
 Appendix A: Projective Pictures.....	 A-1

Preface

This is the last report of three prepared under N00014-79C-0850.

Technical Report MC 1-1, prepared by Susan Turner, was an exhaustive review of the literature pertaining to Hispanics. The Turner Retention Attrition Model (TRAM) was developed to predict retention and attrition of Hispanics from the Navy.

Technical Report MC 1-2, prepared by Manuel Recio, was a pilot survey of Navy Recruiters in several Hispanic Communities, and an assessment of the recruiting process by Hispanic youth. Its major focus is the recruitment of Hispanic youth.

The focus of this report is on the development of an instrument to assess the attitudes of Hispanics currently on active duty in the Navy.

Developing an Instrument for Measuring the Attitudes of Hispanics in the Navy:

A Pilot Study

John Scott
MERIT Center
Temple University

Introduction

Hispanic representation in the Navy does not reflect the proportion of Hispanics in the total population. It is not known whether the underrepresentation is due to Navy recruiting procedures or whether there is something about Navy practices that discourages Hispanics from staying on once they have served one tour of duty. Too little is known about Hispanics currently serving in the Navy, e.g., their attitudes toward the Navy, their shipmates, their officers, or their feelings about being away from their families, etc. This lack of basic information provided the basis of this study, i.e., to develop an instrument that could measure the attitudes of Hispanic sailors.

Nigel Lemon states in his book, Attitudes and Their Measurement, "Understanding the nature of attitudes aids in explaining and predicting conduct," (Lemon, 1973). In addition to aiding with the explanation and prediction of conduct of Hispanics in the Navy, the results of this pilot investigation could lend data which would either support or change many of the stereotypic beliefs that are held about Hispanics.

The development of the instrument for this study drew upon existing literature and discussions with Navy personnel, both Hispanic and non-Hispanic. The items in the instrument were intended to obtain information about the reactions of family and friends to the subject's joining the Navy, what the subject feels about his shipmates, officers, work, life at sea, etc. There were informational items about relative language proficiency in Spanish and English, and ethnic identity.

Related Literature

A review of the literature reveals that very little research has been conducted on Hispanics. (See Technical Report prepared by Susan Turner for an exhaustive review of the literature on Hispanics.) Much of the historical material about Hispanics was found in reports or books and articles which have dealt with Blacks in the Armed Forces. Although specific mention is not always made to Hispanics it seems reasonable to generalize the results to the case of Hispanics as well as other minorities as Herbert R. Northrop mentions in his study, Minority Recruitment in the Navy and Marine Corps. He states, "Although these apply only to Blacks, the situation for Spanish Surname Americans and American Indians is sufficiently similar to that of Blacks that we can generalize for these minorities from the Black experience." (Northrop, 1974, p.6) In his study Northrop takes note of the underrepresentation of Blacks serving in high technical positions and the overrepresentation in service and supply areas. This underrepresentation is also seen in the officer percentages in all branches.

In a study completed by Lawrence Johnson and Associates for the U.S. Army on the Spanish ethnic soldier, there was evidence of discrimination in housing, education and jobs. (Johnson, 1979) Both Northrop and Johnson report that many returning sailors and soldiers relate accounts of segregation and discrimination to members of their families and to their friends, thus presenting a rather negative attitude of the armed services (Northrop 1974, Johnson 1979).

In two studies undertaken for the NPRDC on selective retention by Landau, and Landau and Farkas, they conclude that more studies need to be undertaken that deal specifically with Hispanics. One specific conclusion states that most attrition, about 60%, is related to attitudinal or motivational problems (Landau and Farkas, 1978).

Research Questions

1. What are the "attitudes" of the family toward the son's enlisting in the Navy?
2. What are the "attitudes" of friends toward enlisting in the Navy?
3. What are the sailors' attitudes toward various aspects of Navy life, e.g., life at sea, job in the Navy, Navy officers, etc.?
4. What is the self-assessed language proficiency of the Hispanic sailor in English and Spanish?

Subjects

Subjects were 14 Hispanic sailors--seven Mexican-Americans and seven Puerto Ricans--who were serving on active duty in the Norfolk, Va. area.

Methodology

For this pilot study a variety of measurement techniques were used in order to obtain subjective responses from the subjects. The instrument contained the following sections.

Section I: This section contained the personal data sheet in addition to questions concerning length of time in the Navy and amount of time spent at sea.

Section II: This section is a modified projective technique depicting scenes of a family and friends (See Appendix A for a copy of the pictures). Two other pictures dealt with a recreational scene and the other with a scene where the sailors were receiving some kind of instruction. The Ss were instructed to tell the researcher what each person was saying. Basically, this projective technique is an attempt to get into the mind of the individual by enticing him to interject what "someone else" would say. One thus taps the respondent's own

perceptions but without the feeling that his own personal beliefs are directly exposed. Obviously, the sailor will not be able to speak for a family member, a friend, or a fellow sailor. What he does is to formulate some answers he thinks they would give. By this technique we gain access to his perceptions, opinions and values without self-exposure.

Section III: This section contained open-ended responses to questions such as: "What are the five things you think of when the Navy is mentioned?"

Section IV: This section contained a semantic differential scale. Ss were asked to rate on a seven point scale their reaction to items such as Family/La familia, Reenlistment/La reinscripción, Your duties in the Navy/Su trabajo con la Marina, etc. Bi-polar adjectives such as good/bad, clean/dirty relaxed-tense, etc., were used.

Results

The results will be presented following the section approach discussed above.

Section I.

Age: Mean age was 22.6. Thirteen of the sailors ranged between 19-24 with one sailor being 41.

Navy Service: The average length of service was 31.5 months. The forty-one year old sailor had served for twenty years. He had reenlisted five times.

Time at Sea: Average time spent at sea was 20.7 months.

Intention to Reenlist: 1 Yes 8 No 5 Dont' Know

Section II. The Projective Picture Technique.

Ss' responses to each picture were coded as Positive, Neutral, or Negative.

Picture 1. The Family.

Father:	12 Positives	2 Neutrals	0 Negatives	
Mother:	5 Positives	4 Neutrals	4 Negatives	1 No Answer
Brother:	2 Positives	7 Neutrals	2 Negatives	3 No Answers
Sister:	6 Positives	5 Neutrals	2 Negatives	1 No Answer
Grand-				
Mother:	7 Positives	7 Neutrals		

On balance, the family seems to be favorably inclined to the son's joining the Navy. The father is especially favorable and would appear to be an ally. The mother's responses seem to show some ambivalence with an even spread across the three response categories.

Picture 2. Friends.

This picture generated only three negative responses. All other responses were either positive or neutral. Again, there seems to be positive regard toward the Navy.

Picture 3. Recreation.

This picture generated a two to one favorable response. Positive responses included being pleased with Navy life, getting drunk, and watching or talking about girls. Negative comments were about dissatisfaction with work or people, unfair practices by officers (pulling rank, extra work detail) and questions about treatment from others.

Picture 4. Instructional Setting.

This picture yielded about an even split between positive and negative responses-- 35 positive, and 31 negative and 4 no responses. Positive responses included learning from the Navy, job training, and future for the sailor in the Navy. Negative responses included boredom, and an inability to understand the instructor, e.g., "Speak a little slower," "Too fast," and "What"?

Section III. Semantic Differential.

This section contained ten items to which the Ss were to respond on a seven point scale. Ten pairs of bi-polar adjectives were provided for each item, e.g., good-bad, relaxed-tense, happy-sad.

The Family.

This item yielded a majority of positive responses. However, the relaxed-tense pair showed there was moderate tension.

Travel in the Navy

This item was rated mainly neutral with some pairs being on the negative side. Most felt that travel is "cruel," $\bar{x} = 5.0$, but "good" $\bar{x} = 3.0$.

White Sailors

Generally, the Hispanics view white sailors as neutral to somewhat positive.

Black Sailors

Black sailors were seen more favorably than whites. They were braver, cleaner, more fair and beautiful.

Hispanic Sailors

Hispanic sailors see themselves very favorably, more favorably than whites or blacks. The mean score for most of the pairs fell between 2.4 and 3.2. On the "rich-poor" dimension they were equal to the whites and blacks, $\bar{x} = 4.00$ for all three groups.

War

War received the most negative responses of all ten items. Except for one adjective pair, (brave-cowardly) all pairs had a mean of 5.2 or higher.

Reenlistment

Except for one pair (brave-cowardly) the mean for all items indicated a tilt to the negative side.

Navy Life at Sea

This item was more negative than Reenlistment and almost as negative as War. Six of the ten pairs had a mean of 5 or higher and two had a mean of 4.9. The "brave-cowardly" pair had a mean of 3. The responses to this item show that the Hispanics simply did not like Navy life at sea. But yet they are willing to put up with it by being "brave".

Navy Officers

Navy officers are viewed mainly in the neutral area. Their most positive trait is "clean". On the "rich-poor" pair their mean is 3.0 vs. the 4.0 reported for white, Black and Hispanic sailors.

Duties in the Navy

By and large, this item received either neutral or slightly negative responses.

Section IV. This section contained open-ended responses, yes-no questions, and questions about the Ss' competence in Spanish and English.

The question "What does being in the Navy mean to you"? produced twenty-eight responses (two per subject). Nineteen were rated as positive six as negative, and three as neutral.

The question "Why did you join the Navy"? yielded twenty-seven responses. Eighteen were positive, nine were negative.

To the statement, "Please list the five things you think of when the Navy is mentioned," sixty-six percent of the responses were coded positively.

But when asked, "What does your family say about you being in the Navy"?, the responses showed fourteen positives, ten negatives and four neutrals. If one thinks back to the semantic differential item "Family," where the bi-polar pair "relaxed-tense" showed some degree of tenseness, there seems to be some evidence that the Family is an issue for these sailors.

The question "Why do you think few Hispanics join the Navy"? produced a variety of responses. In descending order they are:

Hispanics don't like to leave the family (N=6);

There is prejudice in the Navy (N=4);

They're afraid to take a chance (N=4);

Just not interested (N=3);

Language problems (N=2);

Don't like ships or the sea (N=2).

Various other answers received just one response.

When asked if they would like it if their brother joined the navy, five said yes, eight said no.

Questions about language competence revealed this pattern for

Spanish:

Twelve understand and speak it well;
Two understand but do not speak it well.
Seven read it well;
Four read a little;
Three do not read it at all;
Seven write it well;
Four write it a little;
Three do not write it at all.

English:

Fourteen understand and speak it well;
Thirteen read it well;
One reads it a little;
Thirteen write it well;
One writes it a little.

By their own estimation, the Hispanic sailors speak and understand both languages well, but are stronger in English literacy skills.

Educational Background

All but three had finished high school before joining or obtained the GED while in the Navy. One had done some post high school work.

Intention to Reenlist

Only one sailor intends to reenlist. Eight do not plan to and five do not know.

When asked which branch of the Armed Forces they would join if they currently were not in the Navy, they answered:

Army = 0

Navy = 4

Air Force = 5

Marines = 1

Coast Guard = 2

Two did not answer.

Discussion

The results of this pilot investigation seem to indicate that it is possible to obtain information using a variety of techniques about how Hispanics perceive the Navy.

In general, the projective type pictures revealed an overall positive image of the Navy, especially in the family and friends' situation. Except for the mother's responses, the family (especially the father), are positive to neutral toward the son's joining the Navy. The reaction of the mother may be typical of any mother, regardless of ethnic background.

The semantic differential scales generated a wide range of responses for all ten items. With such a small sample (N=14) one must be careful not to generalize beyond the group studied. It does seem obvious, however, that the items War, Reenlistment, and Navy Life at Sea are decidedly on the negative side. Results of these items could lead to further probing in a revised instrument.

The open-ended questions also received a wide range of responses that could lead to additional probing or to the development of a check-list for the sailors to mark.

Finally, the pilot use of this instrument revealed a need to alter certain items and to add others, especially to find out the subjects' expectations at time of enlistment and whether those expectations had been met.

Need for Future Research

The pilot study of this instrument has revealed the potential for expanding the research methodology using the results to revise, add and delete items.

A larger sample of Hispanics could provide data on:

1. The father/mother dichotomy by sub-group, e.g., Mexican-Americans and Puerto Ricans. Information on this variable could be helpful to recruiters in Hispanic communities.
2. The positive image the Navy received from family and friends as perceived by the fourteen subjects.
3. The kinds of problems endemic to the Navy that keep Hispanics from reenlisting, e.g., the kind of Navy duties assigned to them, discrimination in punishment practices, life at sea, etc.
4. The validation of the semantic differential as a means of tapping, quickly, attitudes toward various aspects of Navy life.

Bibliography

- Allport, Gordon. Attitudes. Readings in Attitude Theory and Measurement.
Martin Fishbein, ed. New York: Wiley, 1967.
- Famigliette, Len. New Air Force Program to accent Spanish speaking culture.
Air Force Times, Feb. 9, 1976, 36:2.
- Harrington, Floyd. Hispanics speak up. Illus. Soldier. Sept. 1975, 30:23-27.
- Hayles, Robert and Perry, Ronald. Pattern of Incarceration By Race in the
Naval Justice System. Arlington, Va.: Office of Naval Research.
- Johnson, Lawrence. A study of Spanish Ethnic Soldiers: Attitudes, Problems,
Needs. Presidio de Monterey, CA: Army Research Institute, 1979.
- Landau, Samuel B. and Farkas, Arthur J. Selective Retention: A Longitudinal
Analysis: I Factors Related to Recruit Training Attrition. Report to
NRPDC San Diego, Calif. Dec. 1978 NPRDC TR 79-5.
- Landau, Samuel et al. Selective Retention--A Longitudinal Analysis: II
Experiences And Attitudes of Recruit Training Graduates. Report to
NPRDC, San Diego, Calif. April 1980, NPRDC TR 80-18.
- Lemon, Nigel. Attitudes and Their Measurement. New York: John Wiley and
Sons, 1973.
- Nelson, Dennie D. The Integration of the Negro into the U.S. Navy. New York:
Farrar, Straus, Young, 1951.
- Northrop, Herbert R. Minority Recruiting in the Navy and Marine Corps.
Philadelphia: Report Industrial Research Unit, University of Pennsylvania,
1974.
- Osgood, Charles E. et al. Cross Cultural Universalities of Affective Meaning.
Urbana, Illinois: Univ. Illinois Press, 1975.
- Pedersen, Paul et al. Counseling Across Cultures. Honolulu: University of
Hawaii Press, 1973.

Ramírez, Manuel III and Castañeda, Alfredo. Cultural Democracy, Bicognitive Development and Education. New York: Academic Press, 1974.

Snider, James G. and Osgood, Charles E. Sematic Differential Technique. Chicago: Aldine Press, 1969.

Steiner, Ivan D. et al. Current Studies in Social Psychology. New York: Holt, Rinehart, 1965.

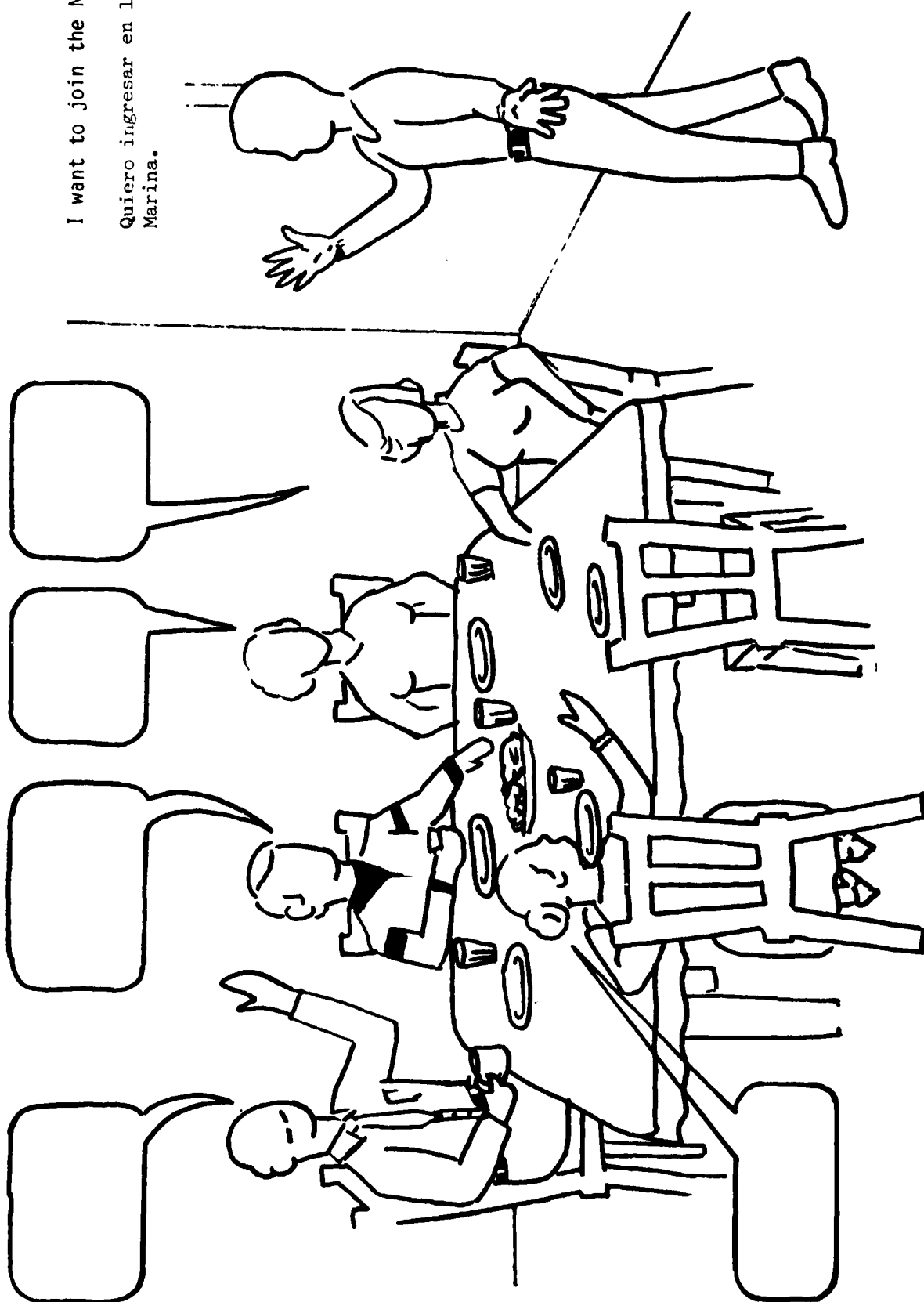
Triandis, Harry C. Attitude and Attitude Change. New York: Wiley and Sons, 1971.

Turner, Susan. A Model to Predict Retention and Attrition of Hispanic Americans in the Navy. Technical Report submitted to ONR for N00014-79C-0850. Arlington, Va.: Office of Naval Research, October 1980.

Wilson, Ruth D. Jim Crow Joins Up. New York: Press of Wm. J. Clark, 1945.

I want to join the Navy.
Quiero ingresar en la
Marina.

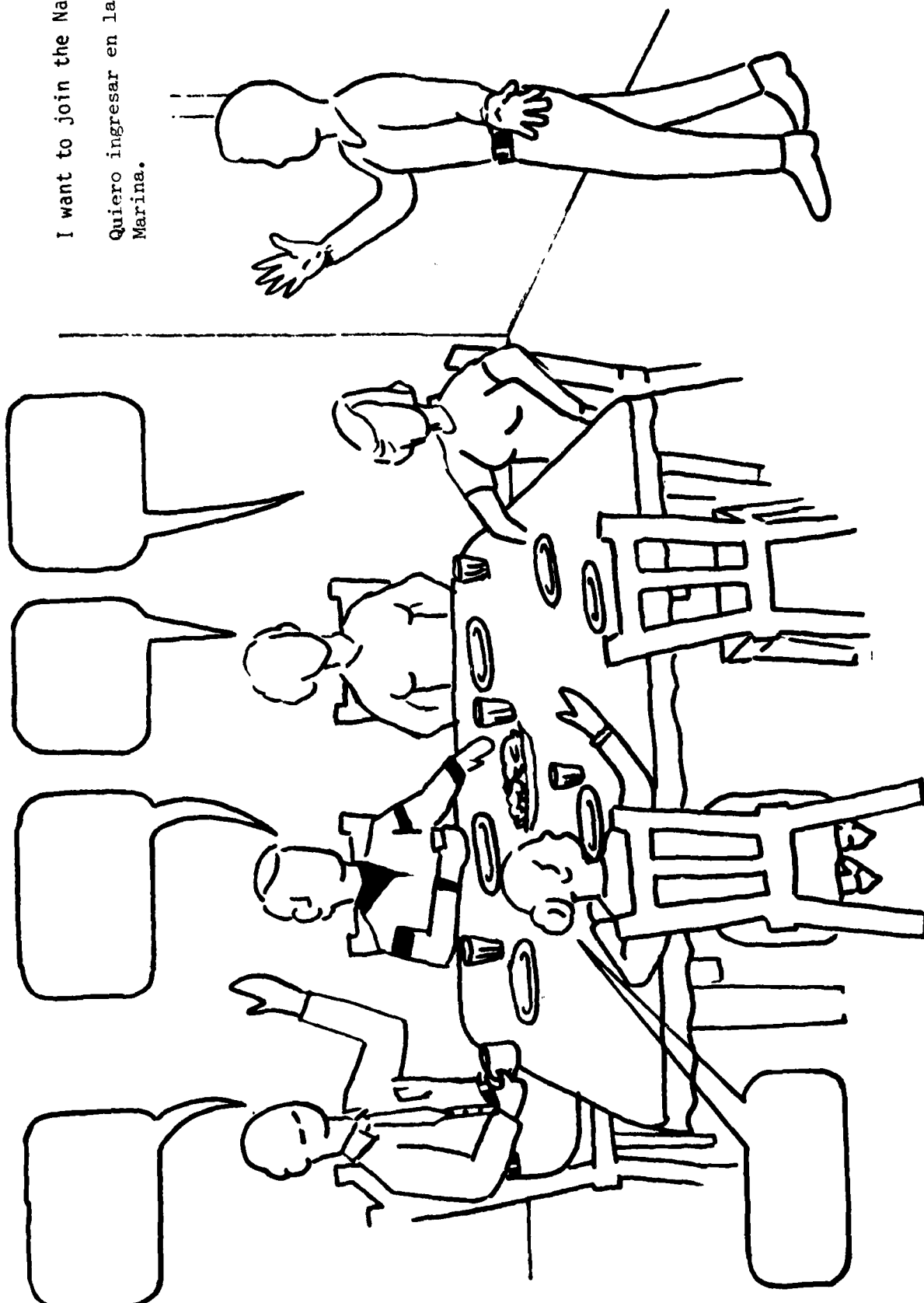
A-1



La familia
The family

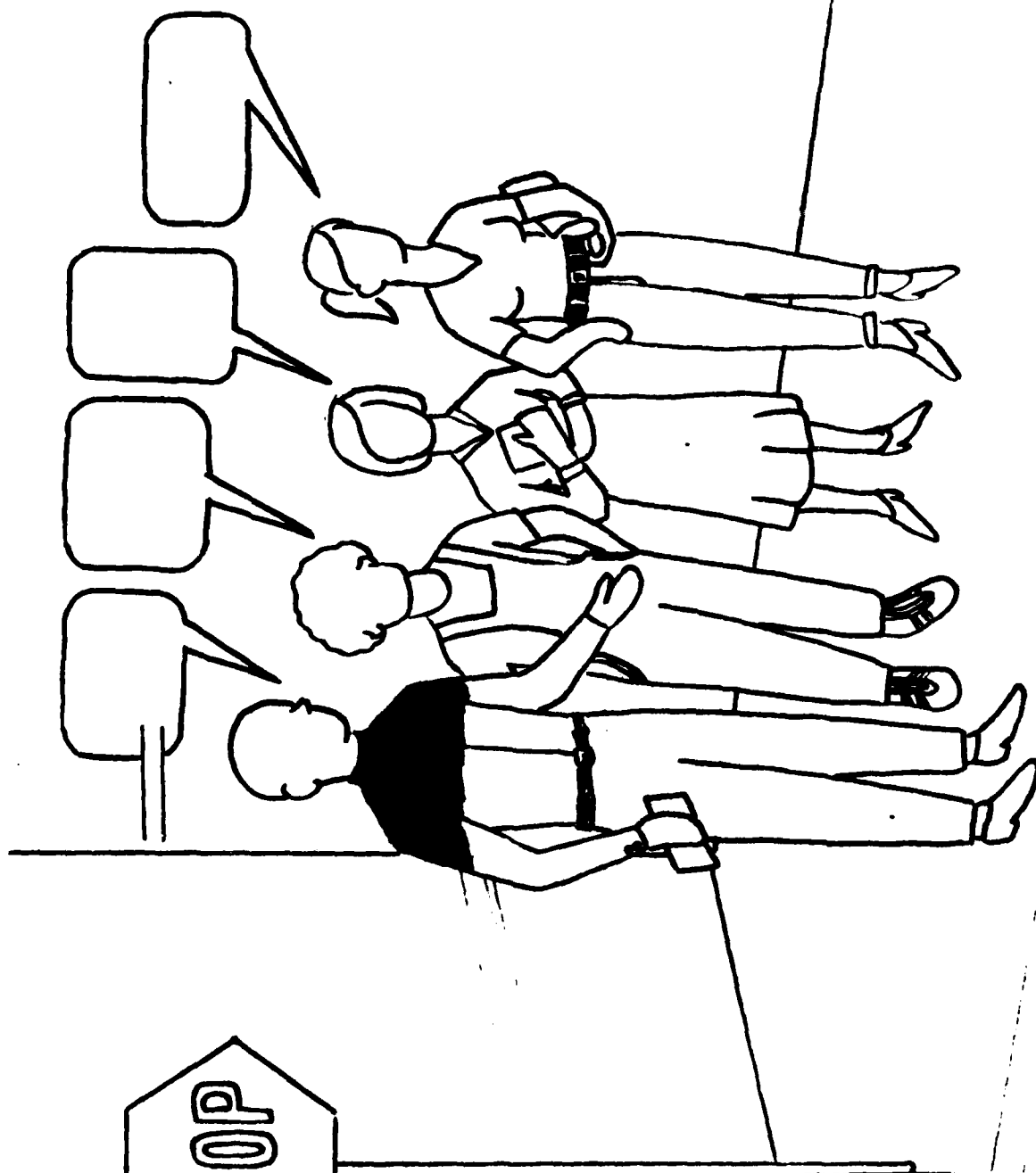
I want to join the Navy.
 Quiero ingresar en la
 Marina.

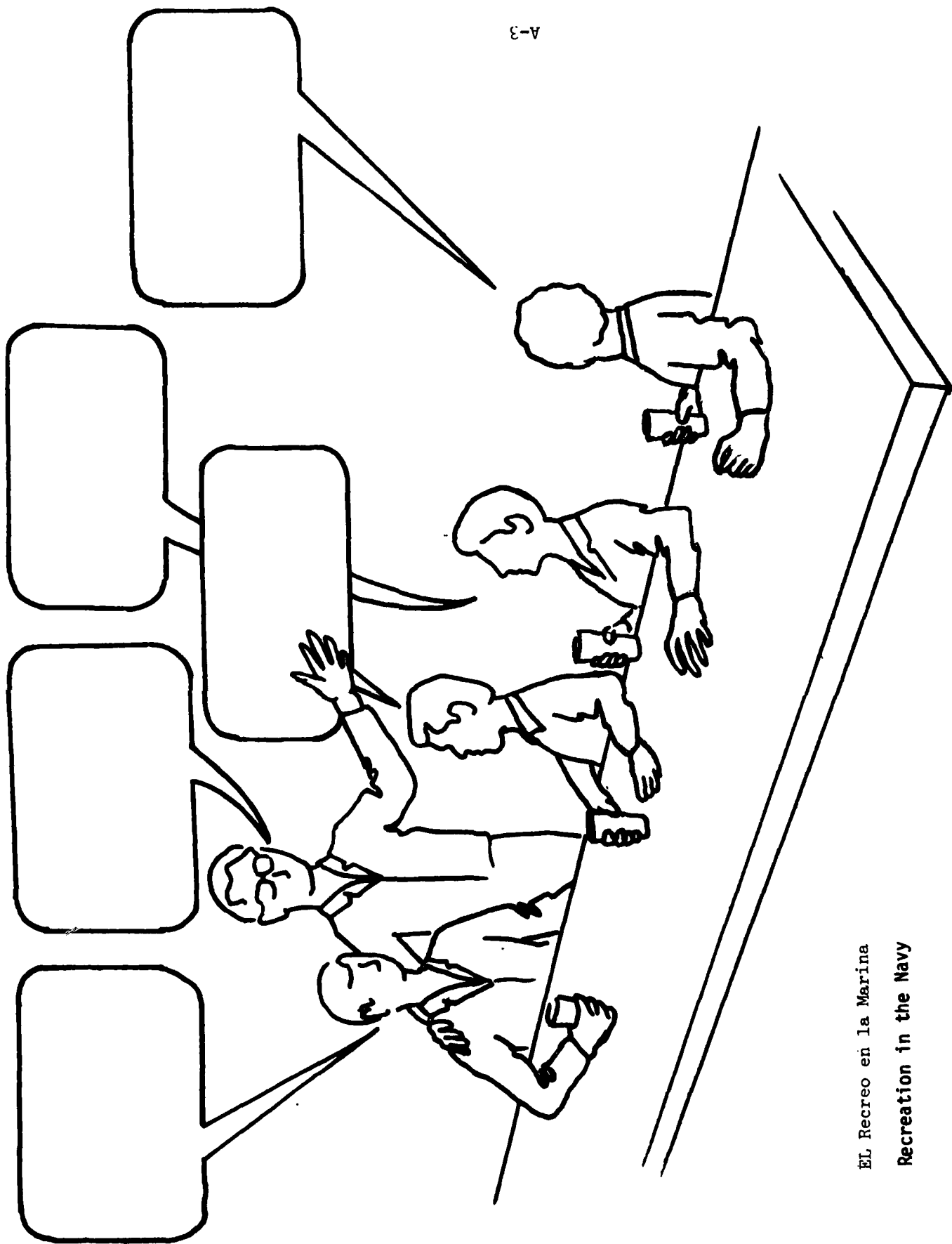
A-1



La familia
 The family

I joined the Navy.
Ingresé en la Marina.



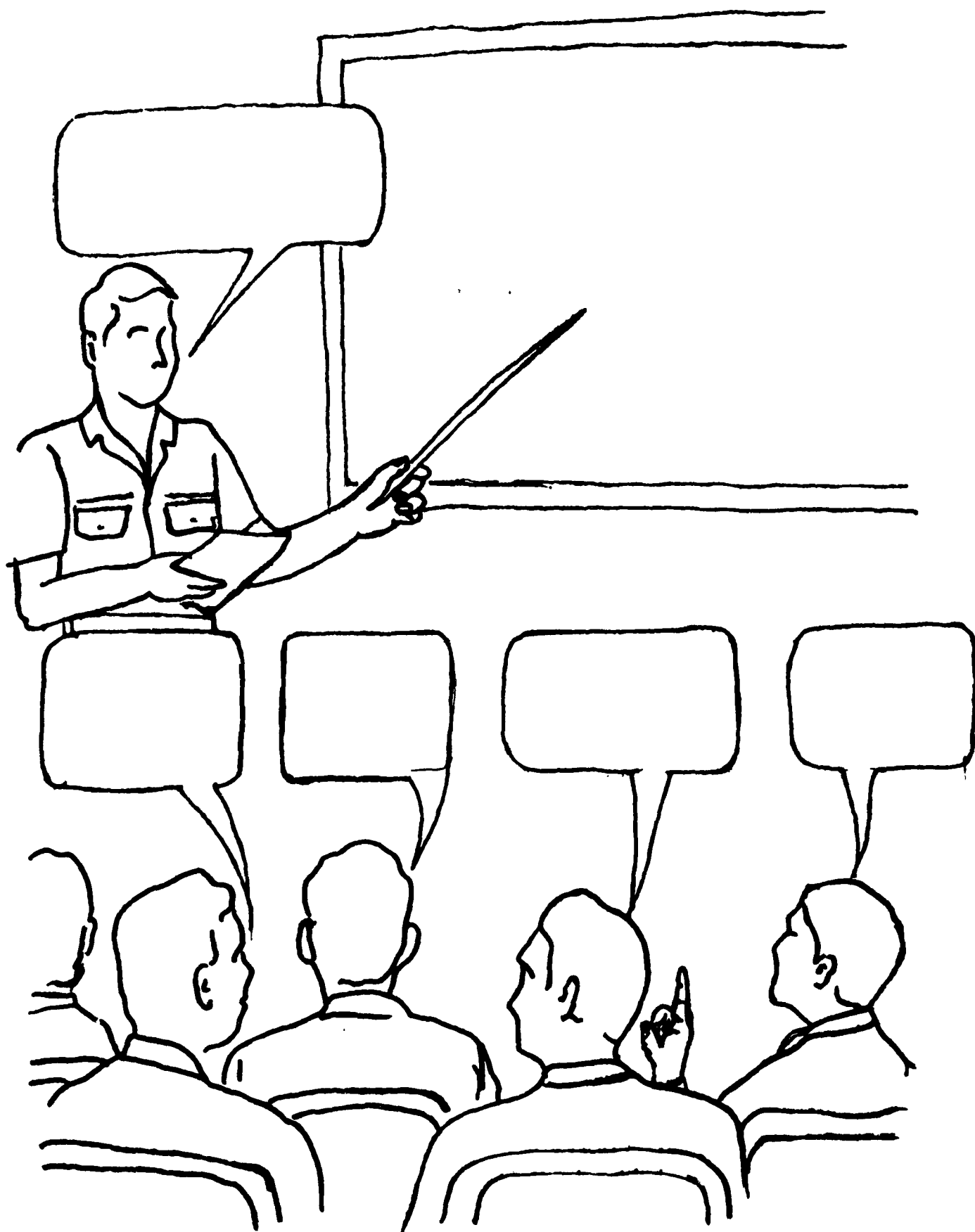


A-3

EL Recreo en la Marina
Recreation in the Navy

Class for instructions

Clase de instrucciones



P4-5/A1
Sequencial by Agency

452:KD:716:tam
78u452-883
6 November 1979

LIST 1
MANDATORY

Defense Documentation Center (12 copies)
ATTN: DDC-TC
Accessions Division
Cameron Station
Alexandria, VA 22314

Library of Congress
Science and Technology Division
Washington, DC 20540

Chief of Naval Research (3 copies)
Office of Naval Research
Code 452
800 N. Quincy Street
Arlington, VA 22217

Commanding Officer (6 copies)
Naval Research Laboratory
Code 2627
Washington, DC 20375

P4-5/A3

Sequential by State/City

452:KD:716:tam

78u452-883

6 November 1979

LIST 2
ONR FIELD

Commanding Officer
ONR Branch Office
1030 E. Green Street
Pasadena, CA 91106

Psychologist
ONR Branch Office
1030 E. Green Street
Pasadena, CA 91106

Commanding Officer
ONR Branch Office
536 S. Clark Street
Chicago, IL 60605

Psychologist
ONR Branch Office
536 S. Clark Street
Chicago, IL 60605

Commanding Officer
ONR Branch Office
Bldg. 114, Section D
666 Summer Street
Boston, MA 02210

Psychologist
ONR Branch Office
Bldg. 114, Section D
666 Summer Street
~~Boston, MA~~ 02210

Office of Naval Research
Director, Technology Programs
Code 200
800 N. Quincy Street
Arlington, VA 22217

P4-5/A5
Sequential by OPNAV Code

452:KD:716:tan
78u452-883
6 November 1979

LIST 3
OPNAV

Deputy Chief of Naval Operations
(Manpower, Personnel, and Training)
Scientific Advisor to DCNO (Op-01T)
2705 Arlington Annex
Washington, DC 20350

Deputy Chief of Naval Operations
(Manpower, Personnel, and Training)
Director, Human Resource Management
Division (Op-15)
Department of the Navy
Washington, DC 20350

Deputy Chief of Naval Operations
(Manpower, Personnel, and Training)
Head, Research, Development, and
Studies Branch (Op-102)
1812 Arlington Annex
Washington, DC 20350

Deputy Chief of Naval Operations
(Manpower, Personnel, and Training)
Director, Human Resource Management
Plans and Policy Branch (Op-150)
Department of the Navy
Washington, DC 20350

Chief of Naval Operations
Head, Manpower, Personnel, Training
and Reserves Team (Op-964D)
The Pentagon, 4A578
~~Washington, DC~~ 20350

Chief of Naval Operations
Assistant, Personnel Logistics
Planning (Op-987P10)
The Pentagon, 5D772
Washington, DC 20350

P4-5/A7

452:KD:716:ddc

78u452-883

4 April 1980

LIST 4
NAVMAT & NPRDC

NAVMAT

Program Administrator for Manpower,
Personnel, and Training
HQ Naval Material Command (Code 08D22)
678 Crystal Plaza #5
Washington, DC 20370

Naval Material Command
Management Training Center
NMAT 09M32
Jefferson Plaza, Bldg #2, Rm 150
1421 Jefferson Davis Highway
Arlington, VA 20360

NPRDC

Commanding Officer
Naval Personnel R&D Center
San Diego, CA 92152

(5 Copies)

Navy Personnel R&D Center
Washington Liaison Office
Building 200, 2N
Washington Navy Yard
Washington, DC 20374

P4-5/A11

452:KD:716:tan
78u452-883
6 November 1979

LIST 6
NAVAL POSTGRADUATE SCHOOL

Naval Postgraduate School
ATTN: Dr. Richard S. Elster
Department of Administrative Sciences
Monterey, CA 93940

Naval Postgraduate School
ATTN: Professor John Senger
Operations Research and
Administrative Science
Monterey, CA 93940

Superintendent
Naval Postgraduate School
Code 1424
Monterey, CA 93940

P4-5/A13
Sequential by State/City/FPO

452:KD:716:am
78u452-883
6 November 1979

LIST 7
HRM

Officer in Charge
Human Resource Management Detachment
Naval Air Station
Alameda, CA 94591

Officer in Charge
Human Resource Management Detachment
Naval Submarine Base New London
P.O. Box 81
Groton, CT 06340

Officer in Charge
Human Resource Management Division
Naval Air Station
Mayport, FL 32228

Commanding Officer
Human Resource Management Center
Pearl Harbor, HI 96860

Commander in Chief
Human Resource Management Division
U.S. Pacific Fleet
Pearl Harbor, HI 96860

Officer in Charge
Human Resource Management Detachment
Naval Base
Charleston, SC 29408

Commanding Officer
~~Human Resource Management School~~
Naval Air Station Memphis
Millington, TN 38054

Human Resource Management School
Naval Air Station Memphis (96)
Millington, TN 38054

P4-5/A14

List 7 (Continued)

452:KD:716:tam

78u452-883

6 November 1979

Commanding Officer
Human Resource Management Center
1300 Wilson Boulevard
Arlington, VA 22209

Commanding Officer
Human Resource Management Center
5621-23 Tidewater Drive
Norfolk, VA 23511

Commander in Chief
Human Resource Management Division
U.S. Atlantic Fleet
Norfolk, VA 23511

Officer in Charge
Human Resource Management Detachment
Naval Air Station Ehidbey Island
Oak Harbor, WA 98278

Commanding Officer
Human Resource Management Center
Box 23
FPO New York 09510

Commander in Chief
Human Resource Management Division
U.S. Naval Force Europe
FPO New York 09510

Officer in Charge
Human Resource Management Detachment
Box 60
FPO San Francisco 96651

Officer in Charge
Human Resource Management Detachment
COMNAVFORJAPAN
FPO Seattle 98762

P4-5/A16
Sequential by State/City

452:KD:716:ddc
78u452-883
4 April 1980

LIST 8
NAVY MISCELLANEOUS

Naval Military Personnel Command (2 copies)
HRM Department (NMPC-6)
Washington, DC 20350

Naval Training Analysis
and Evaluation Group
Orlando, FL 32813

Commanding Officer
Naval Training Equipment Center
Orlando, FL 32813

Chief of Naval Education
and Training (N-5)
ACOS Research and Program
Development
Naval Air Station
Pensacola, FL 32508

Naval War College
Management Department
Newport, RI 02940

LCDR Hardy L. Merritt
Naval Reserve Readiness Command
Region 7 Naval Base
Charleston, SC 29408

Chief of Naval Technical Training
ATTN: Dr. Norman Kerr, Code 0161
NAS Memphis (75)
Millington, TN 38054

Navy Recruiting Command
Head, Research and Analysis Branch
Code 434, Room 8001
801 North Randolph Street
Arlington, VA 22203

CAPT Richard L. Martin, U.S.N.
Prospective Commanding Officer
USS Carl Vinson (CVN-70)
Newsport News Shipbuilding &
Drydock Company
Newsport News, VA 23607

P4-5/A18

452:KD:716:tan
78u452-883
6 November 1979

LIST 9
USMC

Commandant of the Marine Corps
Headquarters, U.S. Marine Corps
Code MPI-20
Washington, DC 20380

Headquarters, U.S. Marine Corps
ATTN: Dr. A. L. Slafkosky,
Code RD-1
Washington, DC 20380

P4-5/A25
Sequential by State/City

452:KD:716:abc
78u452-883
6 November 1979

LIST 12
ARMY

Army Research Institute
Field Unit - Monterey
P.O. Box 5787
Monterey, CA 93940

Deputy Chief of Staff for
Personnel, Research Office
ATTN: DAPE-PBR
Washington, DC 20310

Headquarters, FORSCOM
ATTN: AFPR-HR
Ft. McPherson, GA 30330

Army Research Institute
Field Unit - Leavenworth
P.O. Box 3122
Fort Leavenworth, KS 66027

Technical Director
Army Research Institute
5001 Eisenhower Avenue
Alexandria, VA 22333

(2 copies)

P4-5/B2

Sequencial by Principal Investigator

452:KD:716:tam

78u452-883

6 November 1979

LIST 15
CURRENT CONTRACTORS

Dr. Clayton P. Alderfer
School of Organization
and Management
Yale University
New Haven, CT 06520

Dr. H. Russell Bernard
Department of Sociology
and Anthropology
West Virginia University
Morgantown, WV 26506

Dr. Arthur Blaiwes
Human Factors Laboratory, Code N-71
Naval Training Equipment Center
Orlando, FL 32813

Dr. Michael Borus
Ohio State University
Columbus, OH 43210

Dr. Joseph V. Brady
The Johns Hopkins University
School of Medicine
Division of Behavioral Biology
Baltimore, MD 21205

Mr. Frank Clark -
ADTECH/Advanced Technology, Inc.
7923 Jones Branch Drive, Suite 500
McLean, VA 22102

Dr. Stuart W. Cook
University of Colorado
Institute of Behavioral Science
Boulder, CO 80309

Mr. Gerald M. Croan
Westinghouse National Issues
Center
Suite 1111
2341 Jefferson Davis Highway
Arlington, VA 22202

LIST 15 (Continued)

Dr. Larry Cummings
University of Wisconsin-Madison
Graduate School of Business
Center for the Study of
Organizational Performance
1155 Observatory Drive
Madison, WI 53706

Dr. John P. French, Jr.
University of Michigan
Institute for Social Research
P.O. Box 1248
Ann Arbor, MI 48106

Dr. Paul S. Goodman
Graduate School of Industrial
Administration
Carnegie-Mellon University
Pittsburgh, PA 15213

Dr. J. Richard Hackman
School of Organization
and Management
Yale University
56 Hillhouse Avenue
New Haven, CT 06520

Dr. Asa G. Hilliard, Jr.
The Urban Institute for
Human Services, Inc.
P.O. Box 15068
~~San Francisco, CA 94115~~

Dr. Charles L. Hulin
Department of Psychology
University of Illinois
Champaign, IL 61820

Dr. Edna J. Hunter
United States International
University
School of Human Behavior
P.O. Box 26110
San Diego, CA 92126

Dr. Rudi Klauss
Syracuse University
Public Administration Department
Maxwell School
Syracuse, NY 13210

Dr. Judi Komaki
Georgia Institute of Technology
Engineering Experiment Station
Atlanta, GA 30332

Dr. Edward E. Lawler
Battelle Human Affairs
Research Centers
P.O. Box 5395
4000 N.E., 41st Street
Seattle, WA 98105

Dr. Edwin A. Locke
University of Maryland
College of Business and Management
and Department of Psychology
College Park, MD 20742

Dr. Ben Morgan
Performance Assessment
Laboratory
Old Dominion University
Norfolk, VA 23508

~~Dr. Richard T. Mowday~~
Graduate School of Management
and Business
University of Oregon
Eugene, OR 97403

Dr. Joseph Olmstead
Human Resources Research
Organization
300 North Washington Street
Alexandria, VA 22314

LIST 15 (Continued)

Dr. Thomas M. Ostrom
The Ohio State University
Department of Psychology
116E Stadium
404C West 17th Avenue
Columbus, OH 43210

Dr. George E. Rowland
Temple University, The Merit Center
Ritter Annex, 9th Floor
College of Education
Philadelphia, PA 19122

Dr. Irwin G. Sarason
University of Washington
Department of Psychology
Seattle, WA 98195

Dr. Benjamin Schneider
Michigan State University
East Lansing, MI 48824

Dr. Saul B. Sells
Texas Christian University
Institute of Behavioral Research
Drawer C
Fort Worth, TX 76129

Dr. H. Wallace Sinaiko —
Program Director, Manpower Research
and Advisory Services
Smithsonian Institution
801 N. Pitt Street, Suite 120
Alexandria, VA 22314

Dr. Richard Steers
Graduate School of Management
and Business
University of Oregon
Eugene, OR 97403